**RESEARCHING EMPLOYEE RECOGNITION PROGRAMS
FOR THE WINTER SPRINGS FIRE DEPARTMENT**

EXECUTIVE PLANNING

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ABSTRACT

The Winter Springs Fire Department's (W.S.F.D.) employee focus group realized the department lacked an employee recognition program. This research paper will form the foundation for the development of a recognition program for the W.S.F.D. Descriptive and evaluative research methods were used necessary to explore the following questions:

1. What are the success factors in effective employee recognition programs?

2. What are the components of effective employee recognition programs?

3. What are the steps to the development of an effective employee recognition program?

The research material for this project was compiled from sources on the internet, at the local library and at the National Fire Academy's learning resource center. A survey was completed by W.S.F.D. members to gain their input about an employee recognition program.

The results of the project found three success factors of an effective employee recognition program, these were:

- A recognition program must be imbedded in the organizational culture.

- Employees must be recognized on a daily basis.

- The employees must value a recognition program.

Components of a successful recognition program were also identified. These components included the ideas of success, honesty, timing, employee value, and acknowledgment of recognition.

Finally, the steps for the development of an employee recognition program were identified. These included:

- Determining the statement the organization desires to make with the program.

- Developing a recognition strategy.

- Identifying critical success factors and obstacles.

- Development of a communication and presentation strategy.

- Developing a method of program evaluation.

It is recommended that the focus group and the department's administration develop an employee recognition program. The steps outlined in the paper should form a foundation for the development of an employee recognition program for the W.S.F.D.

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INTRODUCTION

The W.S.F.D. is progressive in many public service delivery areas, such as public education and emergency response. The fast paced growth of the community and the department, as well as rapid changes in technology and service delivery methods took precedence over the department's personnel services. Over the past year that has changed with the formation of an employee focus group. The group was formed to address issues of concern within the organization. One of the identified problems was the department lacked an employee recognition program. It was the feeling of the focus group that employee morale and motivation suffered because of the scarcity of employee recognition.

The purpose this research paper is to examine the subject of employee recognition programs. Based upon the research, the author will offer recommendations for the development of a recognition program for the W.S.F.D. In order to accomplish the purpose of this paper, it was necessary to explore the following questions using descriptive and evaluative research methods:

1. What are the success factors in effective employee recognition programs?
2. What are the components of effective employee recognition programs?
3. What are the steps to the development of an effective employee recognition program?

BACKGROUND AND SIGNIFICANCE

In the National Fire Academy's executive planning course, module two focused on project leadership. The student manual states, "Project leaders can help team members succeed by allowing for their growth, cultivating their self esteem, and confidence, and recognizing their needs, this increases team members' ability to perform." (National Fire Academy 1995, p.2-5) A class discussion included different forms of recognition as methods of cultivating the self-esteem and confidence of team members. It is the hope of the author of this research paper that the development of an employee recognition program will help the W.S.F.D. to cultivate the self-esteem and confidence of its' employees, and in turn improve the department.

The Winter Springs Fire Department

The W.S.F.D. has been providing fire and rescue services since 1961, when it was known as the North Orlando Volunteer Fire Department. After incorporation, the City of Winter Springs created a combination fire department, with the hiring of its first paid fire chief in 1973. As the years progressed, the operations division grew as firefighters were hired. The fire prevention and emergency medical services (EMS) divisions were added to the department in 1981, and the training division was added in 1989. Then in 1991 the volunteer program was dissolved. (W.S.F.D. 1991)

Today, the W.S.F.D. is a fully paid department with 39 employees. The department consists of five operational divisions including the office of the fire chief, fire prevention, EMS, training and operations.

The operations division consists of 33 firefighters working three shifts and operating two fire stations. A battalion chief is in charge of the shift with a lieutenant assigned to each station. Fire station number 24 houses an advanced life support (ALS) engine, an ALS transport rescue and the battalion chief. Fire station 26 houses an engine and an ALS transport rescue.

W.S.F.D. employee recognition

The W.S.F.D. over its history has used two means to recognize employees. The first was an annual awards banquet where the firefighter and paramedic of the year awards and the chief's award were presented. The fire chief made the selection for the chief's awards. The selections for firefighter and paramedic of the year were made by a majority of the firefighters. When the firefighters unionized the awards banquets and the recognition ceased. Shortly after unionization of the department, the fire chief retired.

The second means of recognition is when a member of the department writes a formal letter or a commendation on a departmental memorandum form for placement in a department member's employee file. This is usually done when an extraordinary event occurred.

The focus group

In November 1997, the new fire chief seeing a need to improve the relationship between shift personnel and the fire department administration proposed the formation of an employee focus group.

The fire chief directed the training chief to meet with each of the three shifts and the administrative personnel. He was to talk with the employees and document their concerns

about the department. The nominal group technique was used to conduct the meetings and document the concerns of the employees. At the end of the four meetings, each shift elected two members to be their representatives on the focus group. The administrative personnel who are members of the focus group are the fire chief, deputy chief and the training chief; the other administrative personnel attend when their field of expertise is required. The focus group then began working on solutions to the identified problems.

Lack of recognition identified as a problem

One of the problems identified during the meetings with the three shifts and administrative personnel was the lack of positive recognition of employees and that the department had no official recognition system. (W.S.F.D., 1997)

LITERATURE REVIEW

The research material for this project was compiled from sources on the internet, at the local library and the National Fire Academy's learning resource center. The material for the research consisted of publications, periodical articles, on-line journal articles, on-line abstracts and varied web sites.

Factors of effective programs

In the review of the literature for this paper, certain points were identified as success factors of an effective employee recognition program. Three factors stood out in the literature, these were:

- A recognition program must be imbedded in the organizational culture.

- Employees must be recognized on a daily basis.

- The employees must value a recognition program.

Garfield (1992) believed that if an employee recognition program was going to make a significant impact, it must be imbedded in the culture of the organization. He felt that in order for a program to become a part of the culture of the organization it must first be accepted by the employees, and then be promoted by management. Once a program becomes a normal part of the daily routine it will become effective.

Another success factor was that recognition must be constantly given to employees, on a daily basis. A senior editor of *Training Magazine* said," Recognition is something a manager should be doing all the time - it's a running dialogue with your people." (Nelson, date unknown, p. 3) Nelson (date unknown) noted that the best motivation comes from daily positive reinforcement by management of desired performance.

It is important to point out that daily recognition does not involve tangible awards. A simple verbal acknowledgment that the employee is performing well or a smile given by a supervisor is a meaningful approval of the employee's performance. A survey of American workers found that 63% of respondents ranked "a pat on the back" as a meaningful incentive. (Nelson, 1994) In a research study of 1500 employees, by Dr. Gerald Graham, it was learned that personal congratulations by managers of employees who do a good job ranked first from 67 types of incentives evaluated. (Nelson, date unknown)

The third factor of a successful recognition program was the employee must value the recognition. Nelson (1994) summed up the ways that an organization can manage recognition programs so they are valued by workers. He said the organization must:

- Tie rewards to needs of individual employees.

- Ensure fairness of the recognition through out the organization.

- Make sure the timing of the recognition is proper.

- Talk up the value of recognition.

- Not camouflage rewards in with other organization events.

- Present recognition in public forums.

- Not oversell recognition - overselling makes recognition sound absurd.

The merit of making sure the employees value the recognition program was best summed up by Edward Kazemek, the national director of the Organizational Consulting Division at Laventhol and Horwath. He said, "people tend to be satisfied, productive and motivated when effective performance is recognized and rewarded in ways they highly value." (Nelson, 1994, p.98)

Components of a successful employee recognition program

The components of a successful recognition program found in the literature dealt with the idea of rewarding success, honesty, timing, employee value, and acknowledgment of recognition. Rosabeth Moss Kanter felt that success rather than failure needed to be recognized. (Nelson, 1994) Bob Nelson said, "If you reward marginal performers, you are promoting marginal performance."(Lundine, 1998, p.3) The organization must recognize the behavior that it wants repeated.

Honesty and timing are important parts of employee recognition. Canter believes that recognition must be given in a personal and honest manner. (Nelson, 1994) If it is not, it degrades the value of the recognition and the program will lose its credibility. The timing of the recognition and the type of recognition are also significant. If recognition is given too

far after the achievement, its impact is diminished. (Nelson, 1994) Therefore, it is beneficial to recognize the desired behavior as soon as possible.

The employee must also value the type of recognition. Niemes (1996) suggests that one tip for effective recognition program is to have a "family of rewards". A different type of recognition will motivate each person. It is important that when recognition is given, the type of recognition will have meaning to that employee. Knowing what the employee values as recognition will keep the program a success. Thus, developing a "family", in other words a variety, of awards that appeal to the needs of the employees is a factor in the success of a recognition program. (Niemes, 1996)

The final factor of a successful employee recognition program is the act of recognizing recognition. (Nelson, date unknown) Simply speaking, a recognition program will not work if employees don't get recognized. Therefore, the best way to ensure that employees obtain the recognition they deserve is to acknowledge the people who recognize the employee. Recognizing recognition is similar to a pep rally for the program. If you keep the idea of recognition in the thoughts of more people, the more it naturally becomes part of the culture of the organization.

Steps to the development of an effective employee recognition program

The first step in the development of a recognition program is to determine the statement that the organization wants to make with the program. Both Holmes (date unknown) and Klubnik (1995) believe the organization must link the program to the goals of the organization and to the desired behaviors the organization seeks. In the report, "Strategies & Rewards: Improving Business Performance Through People", it was found

that better performing companies have reward plans that encourage desired behaviors and are linked to the organization's business strategy. (International Sites, date unknown) Subsequent steps included, developing a recognition strategy, identifying critical success factors and obstacles, development of a communication and presentation strategy, and developing a method of program evaluation.

The recognition strategy maybe the most complex step in program development. Will the program use tangible awards, intangible awards or a combination of both? What will the rules be for getting recognition? Who can give recognition?

The literature makes a case for both tangible and intangible recognition. Surveys found that intangible recognition was very important to workers. A survey by the Council of Communication Managers found that recognition for a job well done was a top motivator of employee performance. (Nelson, 1994) In another study by the Wichita State University, it was found that a manager simply asking for employee involvement was motivational in itself. (Nelson, 1994) Finally in one survey of American workers, 63% of the respondents ranked "a pat on the back" as a meaningful incentive. (Nelson, 1994)

Tangible recognition takes two forms, cash or prizes given as an award. Proponents of cash incentives say cash is easy to give, cash programs are easy to administer and most employees prefer cash. Proponents of non-cash awards say cash is a poor motivator, money is spent on everyday necessities, and it soon becomes confused with salary or bonuses. (Holmes, date unknown)

The literature reviewed strongly suggested that the recognition program have clearly defined rules. Nelson's (1996) position was that people needed to understand the criteria

for receiving recognition. Kanter said," be sure people understand why they received awards and the criteria used to determine them."(Nelson, 1994 p. 28) Along with clearly defined rules, it is necessary to define who can recommend employee recognition. On this the literature was mixed between supervisor and peer recommendations.

A further step was the identification of critical success factors and obstacles to success. Critical success factors has already been explored under the heading of factors of effective programs, this leaves program obstacles. One obstacle is giving limited praise and recognition. A national survey by Robert Half International determined that "limited praise and recognition" was ranked as the primary reason why employees leave their jobs today. (Nelson, 1996) Another obstacle was reserving rewards for a selected few individuals. (Garfield, 1992) Alfie Kohen, a Harvard professor, in his book *The Case Against Incentives,* argues that trotting out the usual array of incentives can create an atmosphere of destructive competition focusing on the wrong agenda. (Holmes, date unknown) Finally as stated earlier, Nelson said, "If you reward marginal performers, you are promoting marginal performance." (Lundine, 1998 p.3)

The development of a communication and presentation strategy is another step of program development. A communication strategy would be used to spread the word about the program. Steele suggested putting on a kick off event to advertise the starting of the recognition program. (Steele, 1992). Presentation strategies centered on the concepts of public recognition with the employee's peers.

The final step of the development of an employee recognition program is program evaluation. Holmes maintains that the organization must rethink recognition on a regular

basis. He believes the program must be reviewed to ensure it is performing correctly. (Holmes, date unknown) As stated previously, you want to be sure the desired behavior is being produced.

The review of the literature for this project offered the basic answers to the three research questions. The observations of others about the success factors, necessary components and the steps to the development of effective employee recognition programs should provide a solid base to aid in the development of a program for the W.S.F.D.

PROCEDURES

Definition of terms

Focus Group - A work group established to develop specific projects or accomplish a specific goal.

Nominal Group Technique - A method of structuring small groups to identify problems, explore solutions and set priorities.

Research methodology

The purpose of this research paper is to examine the subject of employee recognition programs. Based on the research, the author will offer recommendations for the development of a recognition program for the W.S.F.D. To accomplish this task, both descriptive and evaluative research methods were employed. The research was descriptive research in that a survey was utilized to gather information from department employees. The research was evaluative research in that the literature review was used to

evaluate other employee recognition programs and to examine the steps in the development of a recognition program.

The literature review consisted of a mix of books, periodical articles and internet accessed articles and web sites. The local library and the learning center at the National Fire Academy provided periodicals and texts with the necessary information to complete this research paper. A search engine for the internet provided access to on-line articles and web sites. A search was conducted using the key words employee recognition programs, developing employee recognition programs and creating employee recognition programs.

A survey (see Appendix 1) was developed and utilized to gain information from W.S.F.D. personnel and to aid in the criteria for the development of an employee recognition program for the W.S.F.D. The survey also verified the assumptions gained during the literature review. The survey focused of the following areas:

- Is an employee recognition program necessary in the W.S.F.D.?

- What do W.S.F.D. personnel consider meaningful types of recognition?

- What are the types of accomplishments that W.S.F.D. personnel feel should warrant recognition?

The questions for the survey were based on information found in the following: Arizona Research Laboratories (date unknown), University of Memphis (date unknown), Nelson (1998), Nelson (date unknown), Klubnik (date unknown), and Troy (1993).

Limitations

A limitation was noted during the literature review. Thirty-six percent of the information from the literature review was authored by Bob Nelson. Many of the other texts and articles used in the literature reviewed sighted Nelson as a source of information. Because of the amount of material, both directly and indirectly, coming from Nelson, it is reasonable to assume that this study was highly influenced by this one individual.

The use of a written survey also provides some inherent limitations. These include the reader's ability to correctly interpret the questions, as well as the survey author's ability to formulate questions that meet the audience's comprehension level.

RESULTS

Answers to the research questions

Research Question 1. Three success factors stood out during the literature review. These were that a recognition program must become a part of the normal routine, employees must be recognized on a daily basis, and employees must value a recognition program.

Research Question 2. The literature review found that the idea of rewarding success, honesty, timing, employee value, and acknowledgment of recognition were components of an effective employee recognition program.

Research Question 3. The review of literature for this research paper provided these steps for the development of an effective employee recognition program.

1. Determine the statement the organization desires to make with the recognition program.

2. Develop a recognition program strategy.

3. Identify the critical success factors and obstacles to the recognition program.

4. Develop a communication and presentation strategy for the program.

5. Develop a method of program evaluation.

The survey

A survey was used to obtain information from the department's firefighters. The complete survey results are available in appendix one. At the time of the survey the department had 33 shift firefighters. One of the 33 positions was open because of a firefighter out on extended medical leave. In order at assure a 95% confidence level, a minimum of 30 of the 32 surveys are required to be completed. All of the 32 surveys sent out were completed.

The results of the survey indicated that the firefighters felt that it was important for others to appreciate their work, and that they would like more recognition for the job that they perform. The firefighters indicated that recognition for a job well done motivates people and improves morale. They believe that people perform better when recognition is given for commendable performance and that recognition encourages people to repeat the behavior for which the recognition was received.

The survey revealed that 78% of the firefighters were not pleased with the department's current evaluation system, only six percent were pleased and 16% were unsure. Only 16% of the firefighters felt that there were tools in place within department to allow people to recognize others, while 84% felt there were not or were unsure. All but one of the firefighters felt that both peers and supervisors should be allowed to recognize personnel. On the question of whether people should be evaluated on the amount of

recognition they give to others, 37.5% said no, another 37.5% were unsure and 25 %

responded yes.

The survey offered the following information about intangible forms of recognition.

The majority of firefighters felt that written recognition from their superiors was a desirable

form of recognition. However, most felt that a letter sent to their family about their

accomplishment was not necessary. The majority of firefighters deemed that forms of

public recognition, either verbally from their superiors or in print in a newsletter or

newspaper were also desirable forms of recognition. The survey also found that a simple

congratulations, a "pat on the back", a handshake or a spontaneous thank you were also

valid kinds of recognition. Firefighters felt however that pictures of recognized employees

displayed in the fire station was not appropriate, and firefighters were split on whether the

choice of a special project to work on was a good form of recognition.

The survey found that the firefighters likewise favored tangible awards which

included a certificate of accomplishment, department T-shirt, jacket, hat, a pen or coffee

mug with the department logo, firefighter accessories, or a recognition pin or sticker. The

firefighters did not favor food, special training, extra time for lunch, desk or office

accessories as tangible awards. Neither did they favor freedom from a daily work task, an

informal meeting or coffee break with the fire chief as tangible awards.

Another aspect the survey attempted to gather information on what should be

considered eligible activities for recognition. The survey found that firefighters believe that

outstanding job achievement, outstanding service to employees or customers, and

identifying, then developing methods of improving service or job processes should be

recognized. They believe that teams should be recognized for meeting organizational goals and that employees should be recognized for civic, charitable or community services. However, firefighters did not believe that recognition should be given to those who look for others to recognize.

DISCUSSION

The relationship between the study and the results of others

The literature reviews had an immense influence on the study. Not only did it provide the fundamental answers to the research questions, but it also provided the basic design for the type and style of survey questions. The literature review also validated the results of the employee survey through its parallel results.

The information gained by the employee survey paralleled much of the information found in the literature review. Nelson, in his book *1001 Ways to Reward Employees,* (1994) sighted a survey by the Council of Communication Managers found that recognition for a job well done was a top motivator of employee performance. In yet, another survey of American workers, 63% of the respondents ranked "a pat on the back" as a meaningful incentive. (Nelson, 1994) The survey for this study found that 98% of W.S.F.D. employees felt that recognition motivates people. The W.S.F.D. survey also found that 81% of the employees felt a "pat on the back" was a meaningful form of recognition, and that public recognition of an employee's accomplishment was important to W.S.F.D. employees. Nelson (1994) sighted the presentation of recognition in public forums as a means to ensure recognition programs are valued by employees. One area of the literature review

that was contradicted by W.S.F.D. employee survey, was the idea of recognizing those who recognized others. Nelson (date unknown) believed that the best way to ensure that employees obtain the recognition they deserve is to acknowledge the people who recognize the employee. The majority of W.S.F.D. employees felt that people should not be evaluated on the amount of recognition they give to others.

The author's interpretation

The survey information showed that employees were not pleased with the W.S.F.D.'s current system of recognition. The study and the survey of W.S.F.D. employees indicates that an employee recognition program would benefit the Winter Springs Fire Department. A recognition program would increases employee morale, motivate employees and encourage them to repeat the behavior for which they were recognized.

Recognition does not have to be tangible, even the simple act of supervisory personnel acknowledging an employee's contribution would improve morale. However, small tangible awards would show the department was supportive of the employee recognition program.

The literature review provided an excellent model for the design of an employee recognition program. This model should be followed in the development of the W.S.F.D. employee recognition program.

The survey validated the information in the literature review and provided insight into the types of recognition favored by W.S.F.D. employees

Organizational implications

The employee survey provided the most profound organizational implications. First, the employees of the W.S.F.D. are not satisfied with the amount of recognition they currently receive, nor are they satisfied with the current recognition system. Therefore, if the W.S.F.D. desires to improve employee morale and increase the motivation of its employees, a recognition system should be implemented.

The most difficult task would be to move W.S.F.D. supervisory personnel from the current status of recognizing poor performance with disciplinary action, to that of rewarding admirable performance with positive recognition.

RECOMMENDATIONS

In order to continue to improve the personnel services within the department, it is recommended that the W.S.F.D. develop an employee recognition program. The program should follow the steps outlined in this research paper. These include:

1. Determining the statement the organization desires to make with the program.
   - The statement should be developed by the fire chief and affirmed by the W.S.F.D. employee focus group.
2. Developing a recognition strategy.
   - The strategy should include the development of a recognition policy, a departmental recognition form and education for supervisory personnel on positive methods of employee performance management. The types of tangible awards and the criteria for awarding recognition should be based on the information provided by the employee survey.

3. Identifying critical success factors and obstacles.

    - The success factors and obstacles may be identified by a brainstorming session using the employee focus group.

4. Development of a communication and presentation strategy.

    - The communication strategy should offer a comprehensive look at the program with a strong emphasis including the criteria for receiving recognition. This will ensure that the employees understand the intent of the program. Oral presentations with handouts to explain the program should be offer a sound communication strategy.

5. Developing a method of program evaluation.

    - After the program is in place for a year a survey may be used for program evaluation.

This approach will provide the Winter Springs Fire Department with a recognition program that the employees will value.

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<u>Winter Springs Fire Department Recognition Program Survey</u>

Please answer the following questions regarding employee recognition programs. The information gained in this survey will be used in the development of a department employee recognition program and for a paper for a National Fire Academy research project.

Would you like more recognition for your contribution to the job?

          Yes <u>30</u>   No <u>2</u>   Unsure <u>0</u>

Do you believe that the people would perform better if recognition were given for commendable performance?

          Yes <u>31</u>   No <u>1</u>   Unsure <u>0</u>

Do you believe people need recognition for their work?

          Yes <u>30</u>   No <u>1</u>   Unsure <u>1</u>

Do you believe that recognition of a job well done motivates people?

          Yes <u>31</u>   No <u>1</u>   Unsure <u>0</u>

Do you believe that recognition of a job well done improves morale?

          Yes <u>28</u>   No <u>2 </u>   Unsure <u>2</u>

Do you believe that recognition of a job well done encourages people to repeat the behavior of good performance?

          Yes <u>30</u>   No <u>1</u>   Unsure <u>1</u>

Is it important that others appreciate your work?

          Yes <u>30</u>   No <u>2</u>   Unsure <u>0</u>

Are you pleased with the department's current system of employee recognition?

          Yes <u>2</u>   No <u>25</u>   Unsure <u>5</u>

Are there tools in place in the department that allow people to recognize others?

          Yes <u>5</u>   No <u>16</u>   Unsure <u>11</u>

Appendix 1

Which of the following do you consider meaningful types of recognition?	Yes	No
Supervisor personally congratulating employees for a good job.	29	3
Manager writes a personal note about good performance.	29	3
Pictures of employees doing good things. (placed around the station)	10	22
A note sent to an employee's family, letting them know about their achievement and thanking them for their family members efforts and time commitment to the job.	14	18
Letter from Fire Chief, Mayor, City Manager congratulating an employee for a good job.	27	5
Phone call from Fire Chief, Mayor, City Manager congratulating an employee for a good job.	18	14
Newspaper publicity recognizing an employee's contribution.	18	14
Manager publicly recognizes employees for good performance.	19	13
A thank you for your suggestion, idea or a job well done.	28	4
A "pat on the back" for a job well done.	26	6
Recognition in a newsletter.	27	5
Name on a display plaque in the station.	19	13
Picture of the employee receiving special recognition in the station.	13	19
Handshake as thanks for a good job.	28	4
Spontaneous verbal thank you, for a good job.	30	2

Appendix 1

Which of the following do you consider meaningful types of recognition? (continued)	Yes	No
Choice of a special project to work on.	16	16
A letter for the employee file from a supervisor.	28	4
Letters of praise from the public placed in a newsletter.	22	10

If tangible awards were given as recognition, which type would you like to receive?	Yes	No
Certificate of accomplishment	20	12
T-shirt for spouse/child	15	17
Jacket with department logo	20	12
Coffee break or an informal meeting with the chief	4	28
Freedom from a daily detail	8	24
Recognition pin for the uniform shirt or sticker for the helmet	24	8
Extra lunch time	8	24
Cook out or spaghetti lunch	5	27
Desk/office accessories	8	24
FF gear accessories	25	7
Special training	11	21
Ice-cream social or desert party with your crew	6	26
Food	8	24
Pen or coffee mug with the department logo	21	11
Department T-shirt or hat	20	12

Which of the following would you consider eligible activities for recognition?	Yes	No
Outstanding achievement on the job. • produces high quality/quantity of work • provides extra effort beyond the job requirements • volunteers for work related committees/projects • lends an extra hand	31	1
Outstanding service to employees/customers. • going beyond the "norm" to provide service to the customer • consistently exceeds the customers expectations	30	2

Appendix 1

Which of the following would you consider eligible activities for recognition? (continued)	Yes	No
Extraordinary efforts in staff / team development. • inspires others to improve skills/abilities • contributes to supportive team processes	26	6
A team that demonstrated extraordinary cooperation and effectiveness meeting goals and objectives for the benefit of the organization.	30	2
An employee who constantly looks for others to recognize.	14	18
An employee who actively participates in civic, charitable or community services.	25	7
An employee who goes all out, giving generously of their talents toward a significant accomplishment through commitment, such as excellence in service, innovative ideas, creative solutions of problems, leadership, outstanding team work.	30	2
Identifying and developing different ways of doing things that will improve job processes or operations. • Integrates information/resources to maximize value • Develops methods to reduce waste or save resources • Methods or practices of innovation	28	4
Identifying and developing ways of providing better service	25	7

Who in the organization should be able to recognize personnel?

Peers 0   Supervisors 1   Both 32

Should people be evaluated in part on the amount of recognition they give others?

Yes 8   No 12   Unsure 12

Appendix 1